

## JOB COMPATIBILITY



Sample Job /  
Thomas Sample

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Private & Confidential

### JOB DESCRIPTION

The results of the completed job profile suggest that the competences required by the jobholder should include the ability to:

- Remain forceful when others become pessimistic and defeatist and provide satisfactory and acceptable outcomes in situations which involve the new and unexpected.
- Create a culture of strategic excellence and encourage others to think longer-term, developing strategic advantage and seeking opportunities for future development.
- Assert authority in order to meet agreed timescales and deadlines and overcome any problems which may get in the way of their achievement.
- Take decisions in a timely and appropriate manner whilst at the same time ensuring others follow similar principles.
- Be firm and persistent when expressing views and provide thoughts and ideas to overcome problems once the situation has been properly debated.
- Draw conclusions by probing into things and contemplate the consequences of any action that is likely to be taken by proving the reliability of the information available.
- Bring a sense of urgency to situations, demonstrate an active approach, be willing to get involved in order to increase the pace and achieve goals and objectives.

In summary the person fulfilling this role is likely to be demanding, dominating, decisive, venturesome, highly competitive, reserved, suspicious, strong willed and independent. Activity and mobility, coupled with the need to get things done immediately may also be important features within the function.

### JOB COMPARISON - Thomas Sample versus the Job Profile

When compared with the Job Profile Thomas Sample's profile would appear to be in opposition to the requirements of the function. The indications are that he may not be as willing to accept authority, ready to challenge others or as direct and forceful in his approach as the Job Profile suggests is necessary. Therefore, he could have difficulty dealing with the questioning, independent, quick paced, serious, firm and active requirements of the role.

Indeed, Thomas Sample may place too much emphasis on tying up the loose ends, following a task through to conclusion and working in an amiable, dependable and rules-orientated manner. Due to his non-demanding and mild approach, he is unlikely to push people hard enough in order to achieve the required results.

The Job Profile is also calling for an individual who has the ability to stand back from others, whereas Thomas Sample is sensitive to the needs of people and may make emotional decisions.

Careful attention should be given to the above information as Thomas Sample Could have difficulty achieving and maintaining an acceptable level of performance if placed in the job.

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## PERSONAL STRENGTHS

As all the factors in Thomas Sample's profile are in opposition to the Job Profile we are unable to identify his personal strengths in relation to the job.

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## POSSIBLE LIMITATIONS

The job is calling for competences in areas where Thomas Sample may have possible limitations. These are as follows:

- As Thomas Sample prefers to work in a non-assertive manner he may not have the necessary focus and drive or the willingness to assert authority in order to achieve targets and deadlines.
- He may not be as strategically minded as required, needing to be assisted and advised by others in this area.
- A tendency towards submission rather than assertion, especially if faced with tough situations. This could result in timescales and deadlines not being tackled as assertively and with the authority that the job demands.
- Thomas Sample's need to reflect upon decisions rather than taking action could lead to him failing to move as quickly as the job demands.
- Being fairly cautious Thomas Sample could sometimes have difficulty finding unique solutions to problems and venturing into unknown areas.
- Thomas Sample may be too concerned with making favourable impressions rather than probing situations and proving the reliability of the available information.
- Thomas Sample is reactive rather than proactive and may fail to bring a sense of urgency to situations or increase his pace in order to reach or beat his timescales.

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## GOODNESS OF FIT - FIT 5

Thomas Sample's profile falls outside the normal range of fit. The indicators suggest that he may be more suited to, and therefore happier, in some other job. The chances of this person succeeding in the role are likely to be limited.

Before bypassing the above indicators, the interviewer should have a high level of confidence, obtained from interview and other evidence that this person will succeed in the role.

## INTERVIEW PROCESS

Regardless of the Personal Strengths and Limitations identified it is vital to conduct a structured interview to confirm the above comments. It is also important that Thomas Sample's employment history is considered together with an assessment of his knowledge. Wherever possible some form of ability test, such as Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish his successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

## INTERVIEWER'S GUIDE - JOB COMPATIBILITY

### Thomas Sample compared with the Job Profile for Sample Job

These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Thomas Sample in order to reveal his natural, work-related, strengths and limitations as well as his compatibility with the requirements of the role of Sample Job.

We recommend that the following questions be considered by the interviewer when meeting with Thomas Sample.

This exploratory approach has been prompted by an analysis of Thomas Sample's PPA report, and a detailed comparison between his PPA and the Job Profile established specifically for this position.

- How comfortable are you when your own plans and ideas are challenged assertively by others? How do you react to and counter these challenges?
- What emotions do you experience when you succeed in getting others to agree with your point of view?
- How do you relate to situations requiring you to take instant, possibly important decisions?
- Independence and the need to be firm and, at times unconventional are indicated as some of the role requirements. How do you relate these to your indicated preference for precision, compliance and avoidance of conflict?
- How would you set about minimising the gap between your preferred style and the pattern deemed necessary for satisfactory performance in this position?
- Independence versus mutual dependence. Adaptability versus stubborn intransigence. Convention versus the unorthodox. What elements are negotiable and what could you do about those that are not?
- The ability to differentiate fact from fiction and to be unemotionally objective and analytical will support candidates' chances of success. Where and to what extent can you demonstrate your aptitude, capacity and earlier successes to meet these critical requirements?
- Making favourable impressions and motivating people to act are likely strengths of yours. Where, and how effectively, could you apply these beneficially in this position?
- Clearly, an objective, task-oriented approach is central to satisfactory performance in this job. In what way do you comply with these requirements?
- Are pre-determined and agreed deadlines important to you? How do you discipline yourself and manage your activities and time so as to meet your most important commitments?
- How do you accommodate variety, changing objectives and unexpected modifications to your work routines and daily responsibilities?
- Tell me how stability, security and steadiness within the organisation, or the lack of it, impact on your ability to perform to the best of your ability?

### Major Movements Graph I

Thomas Sample perceives the need, either consciously or sub-consciously to make certain important modifications to his preferred behavioural style within the current working environment and under current working conditions. It is recommended that the underlying causes for these workplace-related changes be probed, recognised, discussed and understood.

### Compliance, Convention and Independence

- Your report suggests that you tend to be a methodical and detailed individual. How do you manage unfamiliar circumstances which are demand unusual approaches, and at times unstructured working procedures?
- Your report points to the fact that you are being called upon to suppress your normally firm adherence to discipline,

- diplomacy and conventional practices. How have you adapted to these requirements?
- What in your opinion are the greatest obstacles to achieving your goals and objectives?

The following series of questions can be used to verify the profile and the extent to which Thomas Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- Are you an active member of any formal or informal team or work-group? Typically, what role do you usually fulfil in these situations?
- How do you set about planning and organising important new assignments or projects?
- Do you enjoy working on your own or as a fully integrated member of a team? Where do you feel you are able to contribute most effectively?
- Influencing others to your point of view is seen to be a particular strength of yours. What examples of this talent can you relate?
- How do you approach tasks which call for a very careful assessment of both quality and risk?
- What specific instances would you like to be remembered for with regard to your dependability, sincerity, self-control and persistence?
- What situations at work appeal to you and motivate you most?
- Diplomacy plays an important role in avoiding conflict and maintaining harmony within an organisation. What instances of this phenomenon can you recall where there was a really positive outcome?
- How would you describe the general discipline and level of compliance within your work group or the organisation as a whole? To what extent do you share these values?

And finally, is there anything else you would like to tell me that I have not asked about?

Thomas Sample

